Maneuver Center of Excellence Reading List



2011

MCoE Base Reading List For All Maneuver Leaders

	Author
Starship Troopers	Heinlein, Robert
Blink	Gladwell, Malcolm
Once an Eagle	Myrer, Anton
Infantry Attacks	Rommel, Erwin
Accidental Guerrilla	Kilcullen, David
Defeat Into Victory	Slim, Sir William
Creating Magic: 10 Common Sense Leadership Strategies from a Life at Disney	Cockerell, Lee
The Things They Carried	O'Brien, Tim
The Speed of Trust: the One Thing that Changes Everything	Covey, Stephen

MCoE Reading List
For
SFC and Above

Title	Author
Shake ‘n Bake Sergeant: True Story of Sergeants in Vietnam	Horton, Jerry
To Hell and Back	Murphy, Audie
Small Unit Leadership: a Commonsense Approach	Malone, COL Dandridge M.

MCoE Reading List For Lieutenants

Title	Author
Platoon Leader	McDonough, James
We Were Soldiers Once…and Young	Moore, Harold G. and Joseph L. Galloway
Maneuver Warfare Handbook	Lind, William S.
A Message to Garcia	Hubbard, Elbert
The Defence of Duffer's Drift	Swinton, CPT E. D., D.S.O., R.E.
Nightmare on Wazir Street	Center for Army Lessons Learned

MCoE Reading List For Captains

Title	Author
Company Commander	MacDonald, Charles B.
The Score Takes Care of Itself: My Philosophy of Coaching	Walsh, Bill
Gates of Fire	Pressfield, Stephen
The Challenge of Command	Nye, Roger H.
The Mask of Command	Keegan, John
Counterinsurgency Warfare	Galula, David
We Were Caught Unprepared: the 2006 Hezbollah-Israeli War	Matthews, Matt

MCoE Reading List For Majors

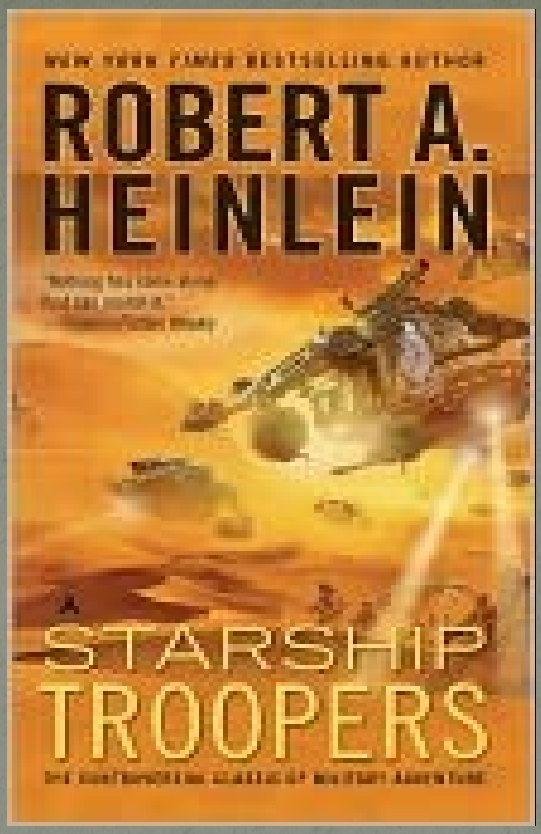
Title	Author
This Kind of War: a Study in Unpreparedness	Fehrenbach, T. R.
Cobra II: the Inside Story of the Invasion and Occupation of Iraq	Gordon, Michael and Bernard Trainor
Good to Great: Why Some Companies Make the Leap…and Others Don't	Collins, Jim
The Starfish and the Spider: the Unstoppable Power of Leaderless Organizations	Brafman, Ori and Rod Beckstrom
Makers of Modern Strategy: from Machiavelli to the Nuclear Age	Paret, Peter

MCoE Reading List For Lieutenant Colonels

Title	
The Heights of Courage	Kahalani, Avigdor
The Long Road Home: a Story of War and Family	Raddatz, Martha
Supreme Command	Cohen, Eliot A.
19 Stars: a Study in Military Character and Leadership	Puryear, Edgar

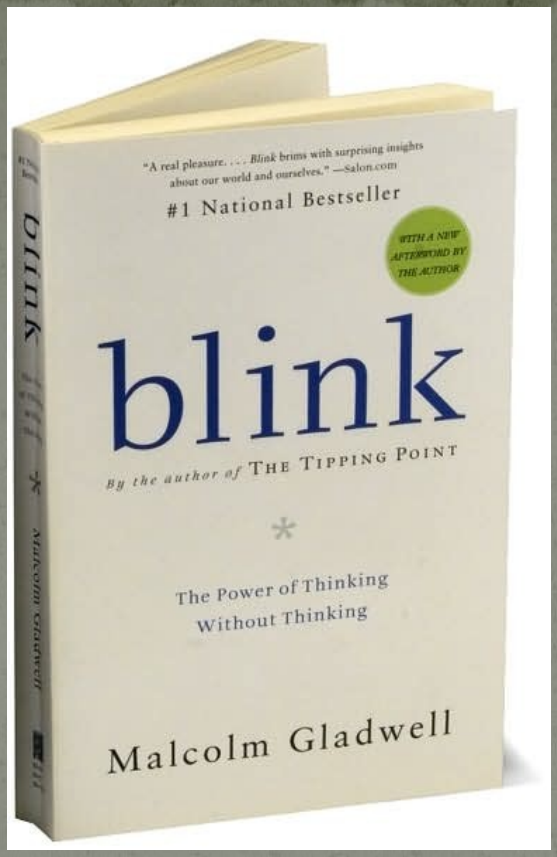
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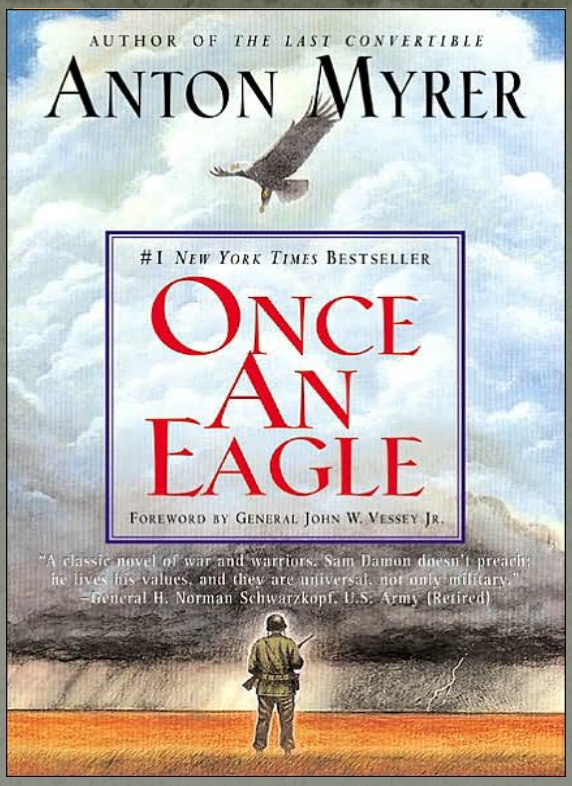
Starship Troopers is a classic novel by one of science fiction's greatest writers of all time and is now a Tri-Star movie. In one of Heinlein's most controversial bestsellers, a recruit of the future goes through the toughest boot camp in the universe -- and into battle with the Terran Mobile Infantry against mankind's most frightening enemy.

-Barnes and Noble



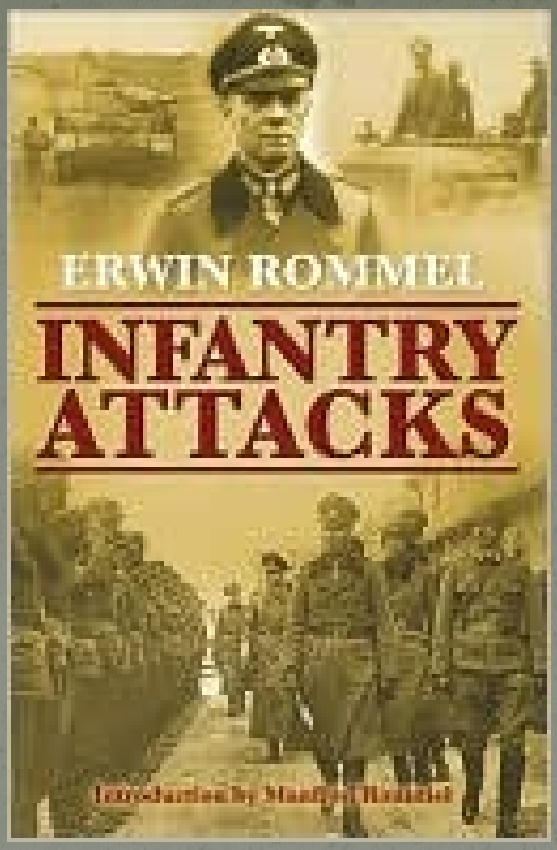
In this best-seller, a staff writer for *The New Yorker* weighs the factors that determine good decision-making. Drawing on recent cognitive research, Gladwell concludes that those who quickly filter out extraneous information generally make better decisions than those who discount their first impressions. The author of The Tipping Point (2000) cites the implications for such areas as emergency situations and marketing, plus some notable exceptions. Annotation ©2005 Book News, Inc., Portland, OR

-Barnes and Noble



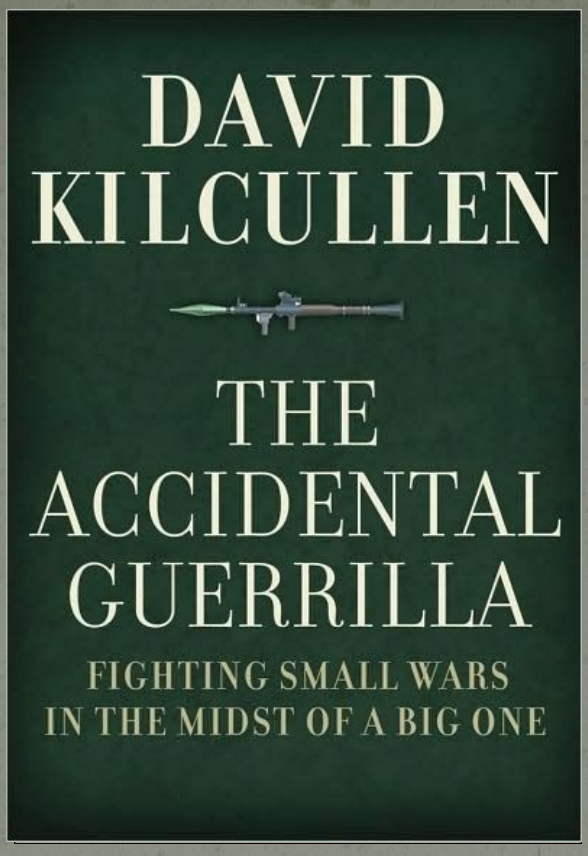
Once An Eagle is the story of one special man, a Soldier named Sam Damon, and his adversary over a lifetime, fellow officer Courtney Massengale. Damon is a professional who puts duty, honor, and the men he commands above self interest. Massengale, however, brilliantly advances by making the right connections behind the lines and in Washington's corridors of power. Beginning in the French countryside during the Great War, the conflict between these adversaries solidifies in the isolated garrison life marking peacetime, intensifies in the deadly Pacific jungles of World War 11, and reaches its treacherous conclusion in the last major battleground of the Cold War — Vietnam.

A study in character and values, courage, nobility, honesty, and selflessness, here is an unforgettable story about a man who embodies the best in our nation — and in us all.

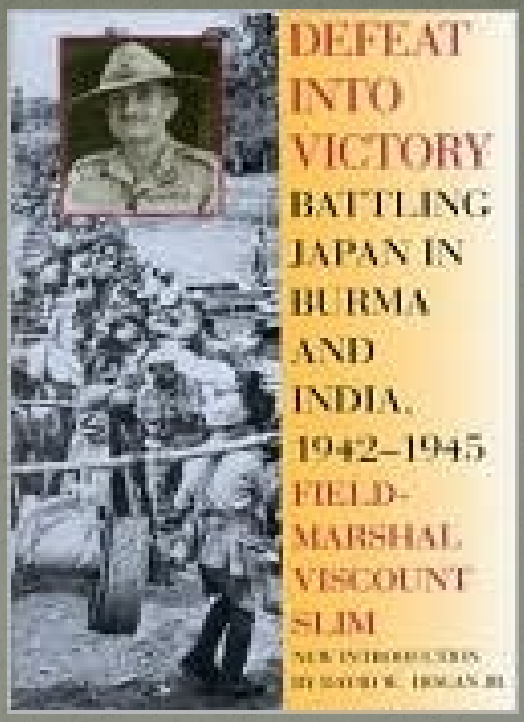


Though most people immediately connect Rommel with the African campaigns of World War II, he made his initial legendary giant steps during the First World War. In this 1935 title, he recalls his greatest battles, outlines how he won them, and provides his strategies on the use of armor in the field lessons ultimately used by Patton and other Allied tank commanders to defeat him.

-Barnes and Noble

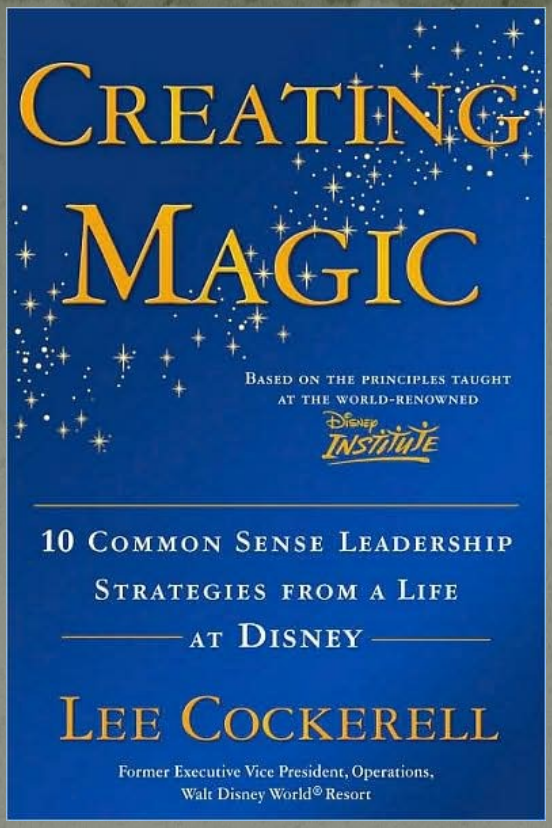


Kilcullen provides a remarkably fresh perspective on the War on Terror. Kilcullen takes us "on the ground" to uncover the face of modern warfare, illuminating both the big global war (the "War on Terrorism") and its relation to the associated "small wars" across the globe: Iraq, Afghanistan, the Philippines, Indonesia, Thailand, Chechnya, Pakistan and North Africa. Kilcullen sees today's conflicts as a complex pairing of contrasting trends: local social networks and worldwide movements; traditional and postmodern culture; local insurgencies seeking autonomy and a broader pan-Islamic campaign. He warns that America's actions in the war on terrorism have tended to conflate these trends, blurring the distinction between local and global struggles and thus enormously complicating our challenges.



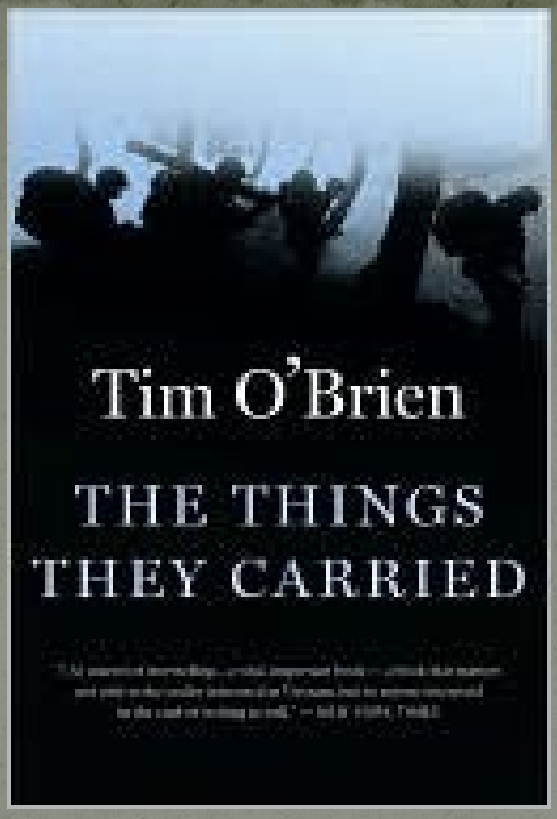
Field Marshall Slim, Viscount of Burma, never lets us forget that it is the soldiers in the field that win battles: not politicians in their ivory towers, or generals in their bunkers far behind the action. This is a marvelous account of how the Commonwealth managed to stem the Japanese tide in South-East Asia. The main part of the book describes how he managed to restore morale and discipline in the army that was so humiliatingly defeated in 1943. Slim's theory is that politicians give guidelines for the campaign, and generals provide the training and backup so that the soldiers can get on with their business. He should, when possible, not get in the soldiers way.

-Barnes and Noble



Combining surprising business wisdom with insightful and entertaining stories from Lee Cockerell's four decades on the front lines of some of the world's best-run companies, Creating Magic shows all of us – from small business owners to managers at every level – how to become better leaders by infusing quality, character, courage, enthusiasm, and integrity into our workplace and into our lives.

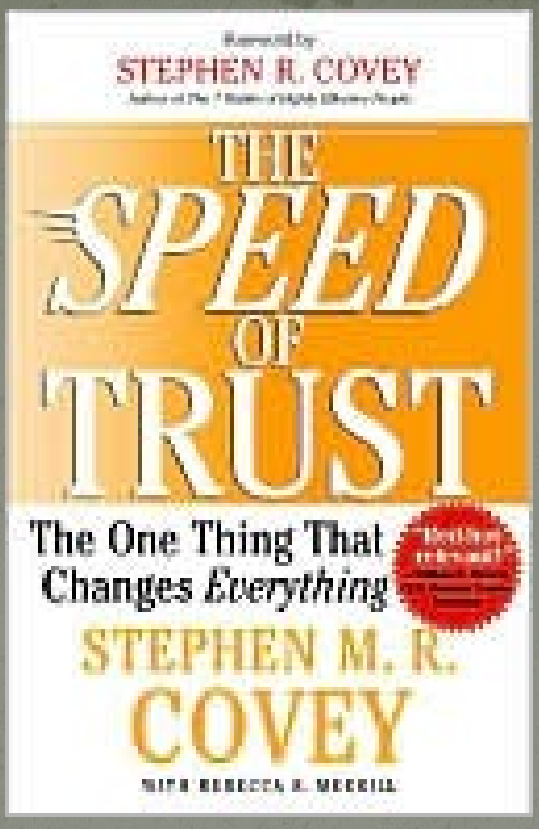
-Barnes and Noble



A classic work of American literature that has not stopped changing minds and lives since it burst onto the literary scene, *The Things They Carried* is a ground-breaking meditation on war, memory, imagination, and the redemptive power of storytelling.

The Things They Carried depicts the men of Alpha Company: Jimmy Cross, Henry Dobbins, Rat Kiley, Mitchell Sanders, Norman Bowker, Kiowa, and the character Tim O'Brien, who has survived his tour in Vietnam to become a father and writer at the age of forty-three.

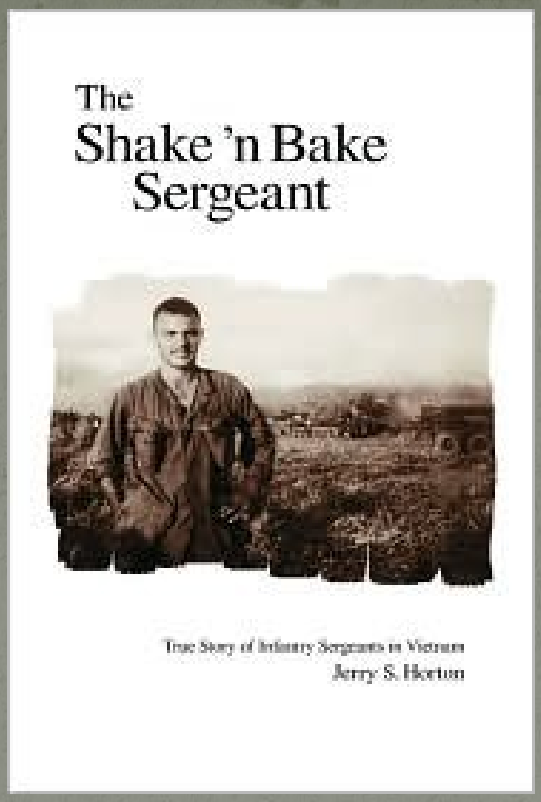
-Barnes and Noble



Trust, says Stephen M.R. Covey, is the very basis of the new global economy, and he shows how trust—and the speed at which it is established with clients, employees and constituents—is the essential ingredient for any high–performance, successful organization.

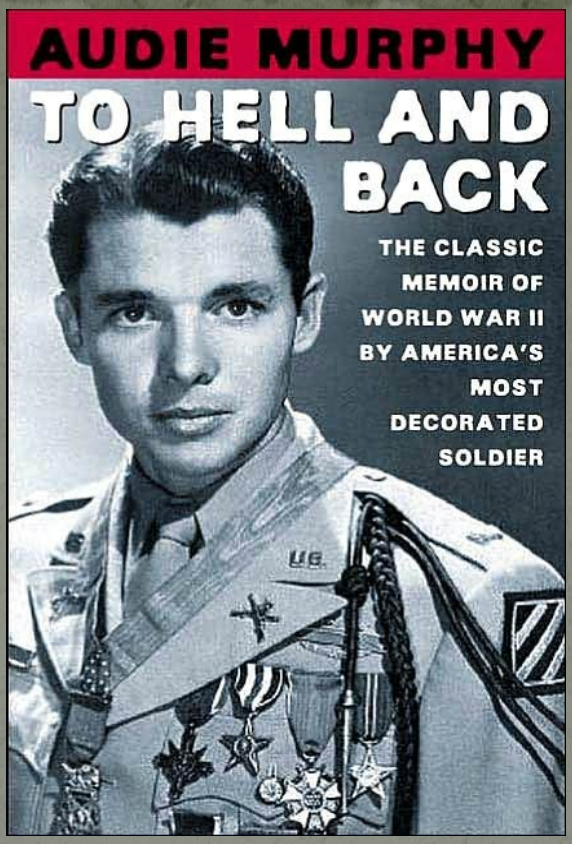
For business leaders and public figures in any arena, *The Speed of Trust* offers an unprecedented and eminently practical look at exactly how trust functions in our every transaction and relationship—from the most personal to the broadest, most indirect interaction—and how to establish trust immediately so that you and your organization can forego the time–killing, bureaucratic check–and–balance processes so often deployed in lieu of actual trust.

-Barnes and Noble



Jerry Horton's story is about his involvement as a member of an American Army unit called "A-1-8" (A company, 1st BATTALION, 8 TH INFANTRY) during his tour in Vietnam as well as his near fateful participation in the March, 1969 "Operation Wayne Grey." This operation saw his unit attempt to thwart the enemy in it's attempt to construct roads deep into the mountain range east of the Plei Trap Valley.

-Barnes and Noble



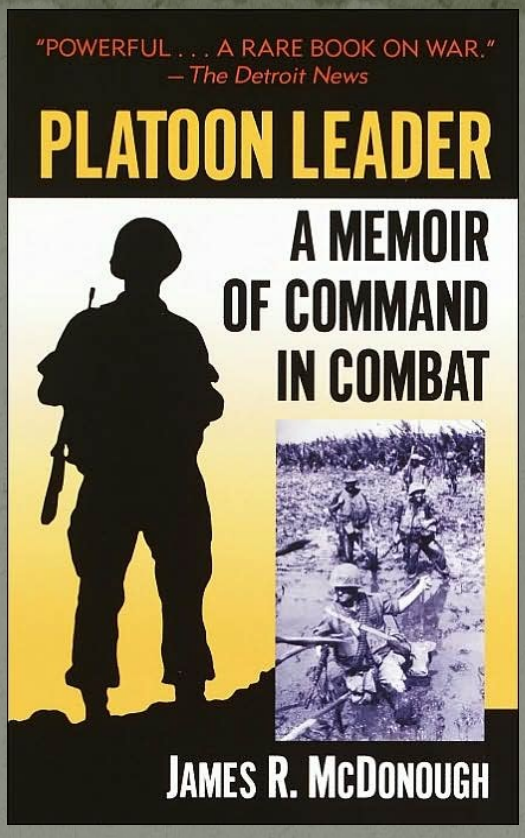
Rejected from both the marines and the paratroopers because he was too small, Murphy was desperate to see action and determined to serve his country. Eventually, he found a home with the Infantry and fought through campaigns in Sicily, Italy, France, and Germany. Although still under twenty-one years old, he was credited with having killed, captured, or wounded 240 Germans. He emerged from the war as America's most decorated Soldier, having received twenty-one medals, including our highest military decoration, the Congressional Medal of Honor.

-Barnes and Noble



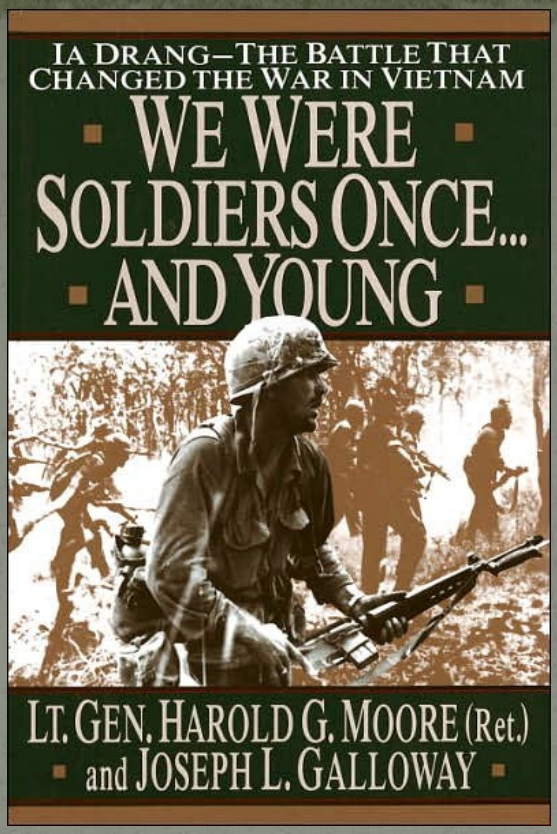
Written for the small-unit combat leader, Col. Malone's no-nonsense reviews of what inspires and motivates individuals within units, as well as his easy-to-use 4-part typology and checklists for how to deal with individuals and units, are highly-recommended.

-Barnes and Noble



A remarkable memoir of small-unit leadership and the coming of age of a young soldier in combat in Vietnam.'

Using a lean style and a sense of pacing drawn from the tautest of novels, McDonough has produced a gripping account of his first command, a U.S. platoon taking part in the 'strategic hamlet' program. . . . Rather than present a potpourri of combat yarns. . . McDonough has focused a seasoned storyteller’s eye on the details, people, and incidents that best communicate a visceral feel of command under fire. . . . For the author’s honesty and literary craftsmanship, Platoon Leader seems destined to be read for a long time by second lieutenants trying to prepare for the future, veterans trying to remember the past, and civilians trying to understand what the profession



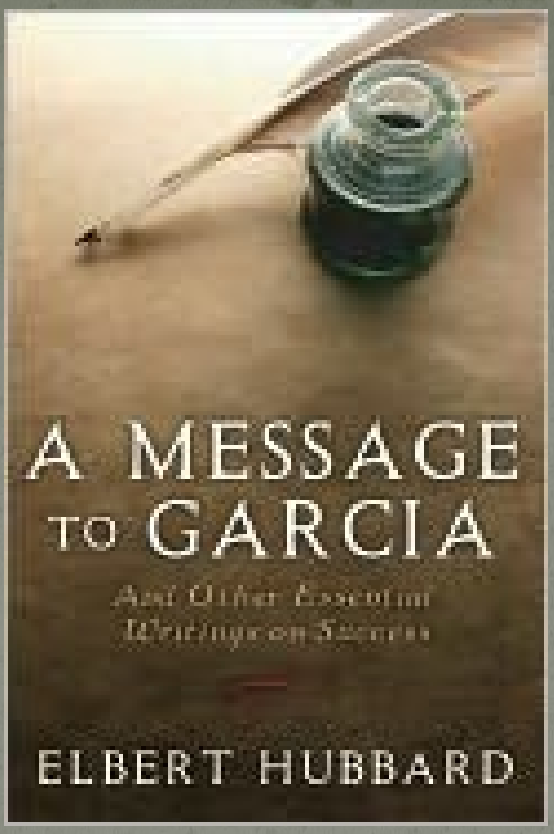
In November 1965, some 450 men of the 1st Battalion, 7th Cavalry, under the command of Lt. Col. Hal Moore, were dropped by helicopter into a small clearing in the Ia Drang Valley They were immediately surrounded by 2,000 North Vietnamese soldiers.
Three days later, only two and a half miles away, a sister battalion was chopped to pieces. Together these actions constituted one of the most savage and significant battles of the Vietnam War. The story of how these men persevered paints a vivid portrait of war at its most inspiring and devastating.

-Barnes and Noble



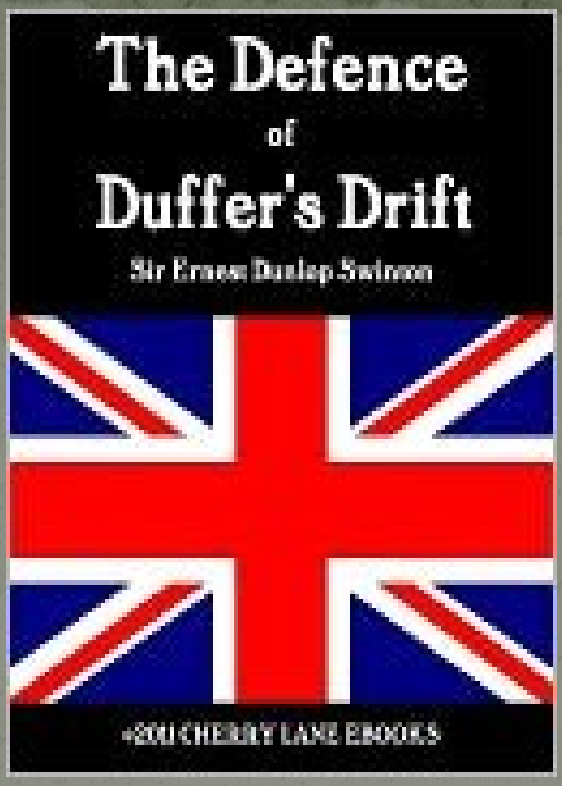
Maneuver warfare, often controversial and requiring operational and tactical innovation, poses perhaps the most important doctrinal questions currently facing the conventional military forces of the U.S. Its purpose is to defeat the enemy by disrupting the opponent’s ability to react, rather than by physical destruction of forces. This book develops and explains the theory of maneuver warfare and offers specific tactical, operational, and organizational recommendations for improving ground combat forces. The authors translate concepts—too often vaguely stated by maneuver warfare advocates—into concrete doctrine. Although the book uses the Marine Corps as a model, the concepts, tactics, and doctrine discussed apply to any ground combat force.

-Barnes and Noble



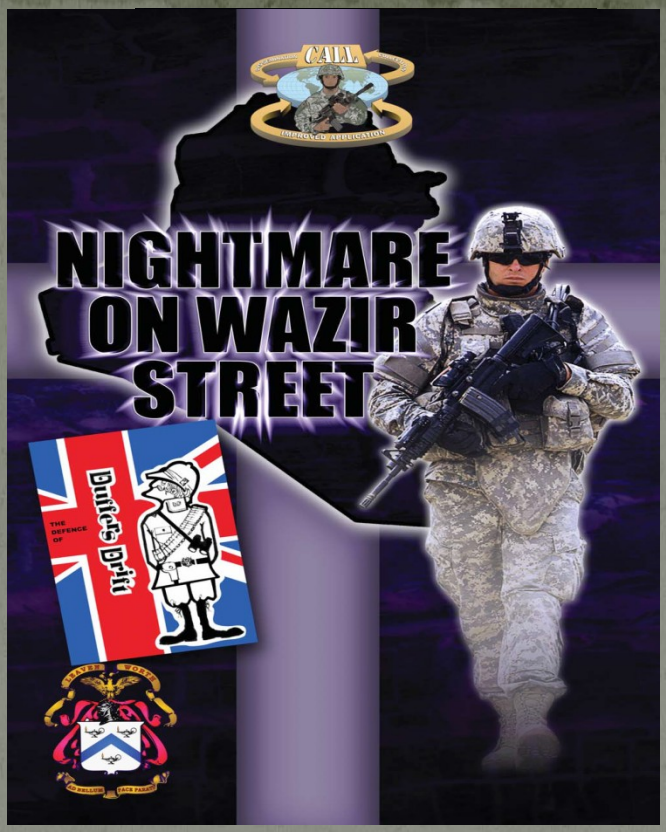
A Message to Garcia is Hubbard's most famous work. In it, he argues that the greatest hero is the man who simply does his job, completing the task no matter what the obstacles. Within Hubbard's lifetime, the "Message" was reprinted more than any book besides the Bible.

-Barnes and Noble



The book is an exploration of small unit tactics in a fictional encounter in the Boer War. Lieutenant Backsight Forethought ("BF") and his command of fifty men are given the task to defend Duffer's Drift, a natural ford to a river. A large force of Boers, unknown to BF, is moving toward his position. This scenario is played out six separate times, in six "dreams." In the early scenarios, BF and his British troops are ignominiously defeated. After each defeat, BF learns lessons and adapts his strategy for the later encounters. The later dreams end more inconclusively, and in the final dream, BF and his command successfully hold out long enough to be relieved. The book encourages critical thinking and careful use of position and terrain to mount a successful defence.

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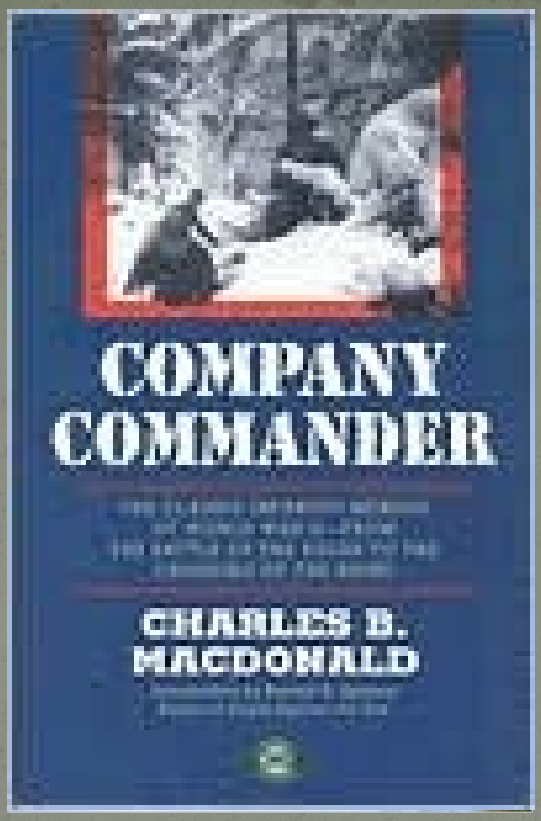


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A modern day Iraq/Afghanistan tactics, techniques and scenarios in the tradition of “The Defence of Duffer’s Drift”.

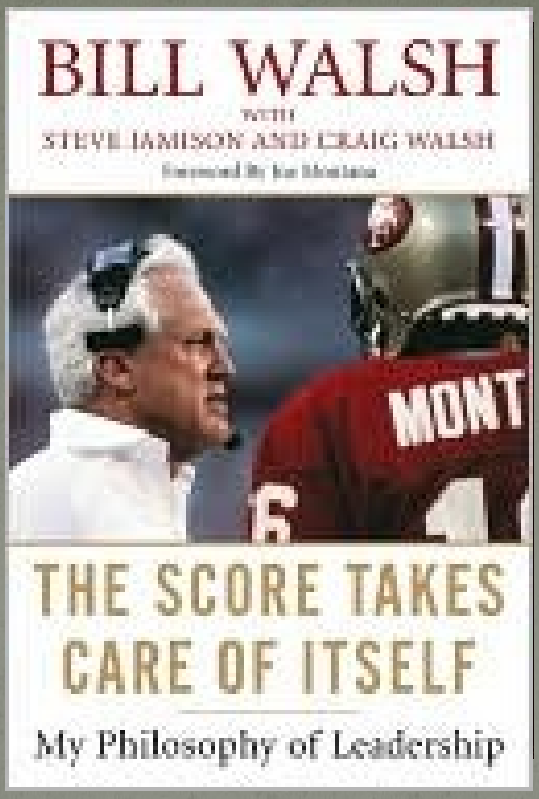
-Call (Center for Army Lessons Learned) Newsletter June 2008 issue

http://usacac.leavenworth.army.mil/cac2/call/docs/08-39/toc.asp



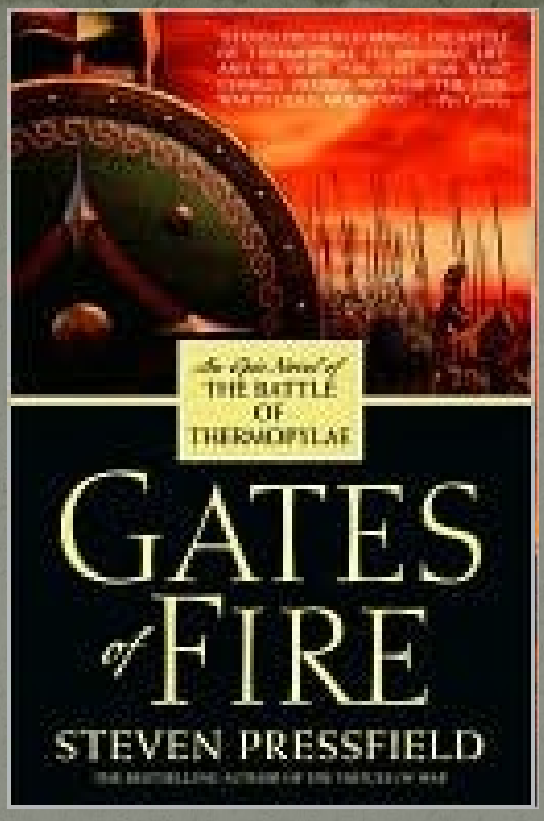
The classic infantry memoir of World War II. Charles MacDonald’s first battle was the Battle of the Bulge. And he tells his story from the Battle of the Bulge until the end of the war.

-Barnes and Noble



Walsh reveals a simple and strict philosophy that prizes people above all and focuses on core values, principles and ideals. His philosophy centers on three beliefs: organizational ethics are critical; everyone, regardless of their position, must perform at the highest possible level; and teaching should be a top priority for any leader. He shares his unique “Standard of Performance” and offers valuable advice on communication and priorities.

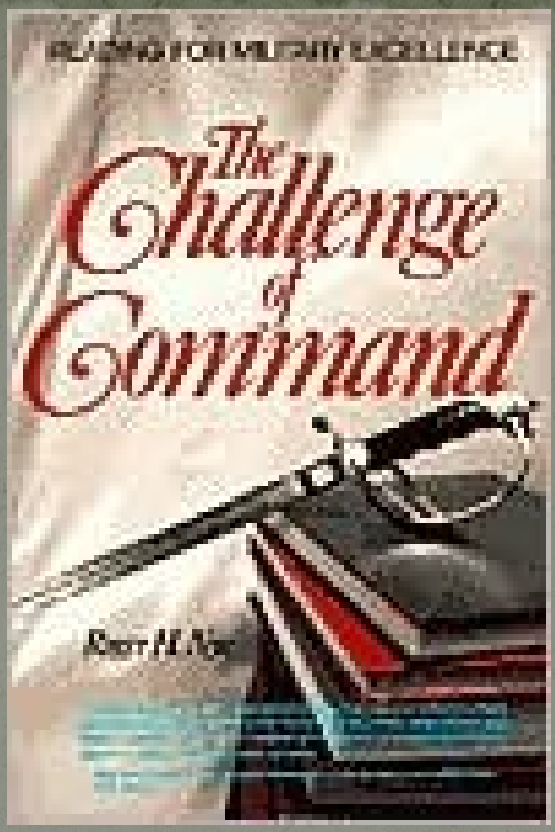
-Barnes and Noble



At Thermopylae, a rocky mountain pass in northern Greece, the feared and admired Spartan soldiers stood three hundred strong. Theirs was a suicide mission, to hold the pass against the invading millions of the mighty Persian army. Day after bloody day they withstood the terrible onslaught, buying time for the Greeks to rally their forces. Born into a cult of spiritual courage, physical endurance, and unmatched battle skill, the Spartans would be remembered for the greatest military stand in history--one that would not end until the rocks were awash with blood, leaving only one gravely injured Spartan squire to tell the tale.

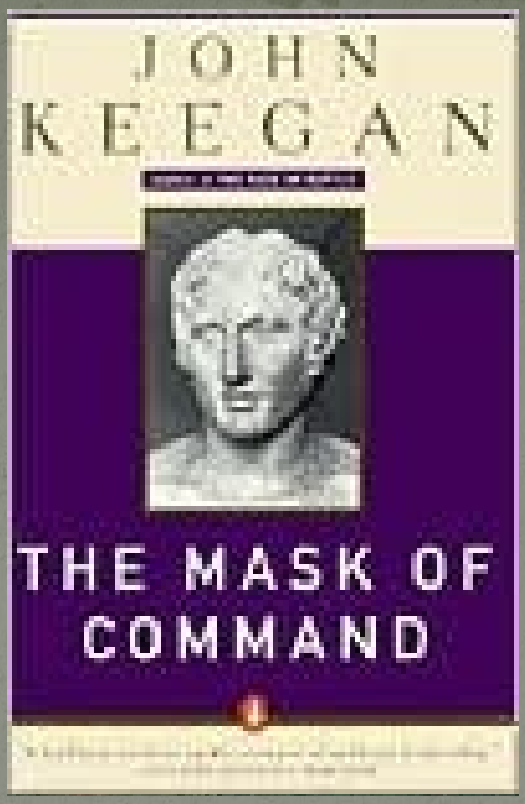
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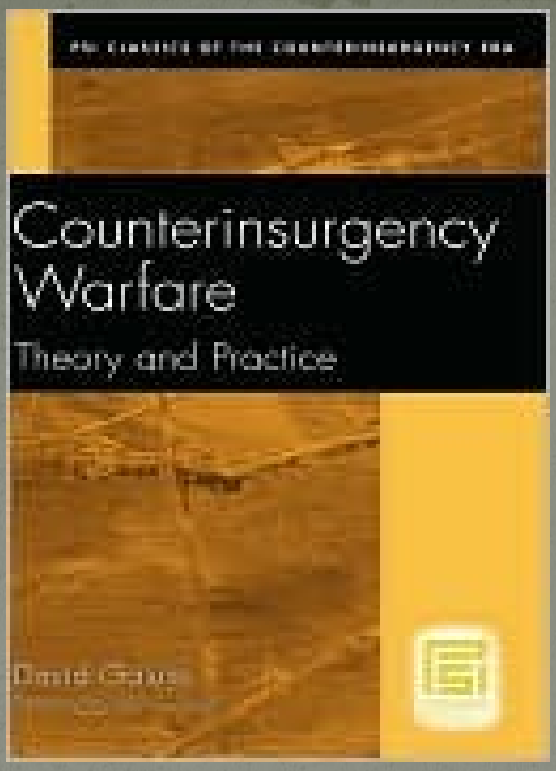
Roger Nye's book comes from real world experiences, his own and others. It reflects a lifetime of study, intellectual thought, and discourse with some of the best leaders and thinkers of our time. The is a guide for mentors because Roger Nye was a beloved mentor to military leaders from cadets to generals. This book has timeless value because it encourages the pursuit of the highest principles and standards. It does this by providing references, resources, and examples that can further expand the reader's understanding and development.

-Amazon



Keegan asks us to consider questions that are seldom asked: What makes a great military leader? Why is it that men, indeed sometimes entire nations, follow a single leader, often to victory, but with equal dedication also to defeat? Keegan chooses four commanders who profoundly influenced the course of history: Alexander the Great, the Duke of Wellington, Ulysses S. Grant and Adolph Hitler. All powerful leaders, each cast in a different mold, each with diverse results.

. -Barnes and Noble



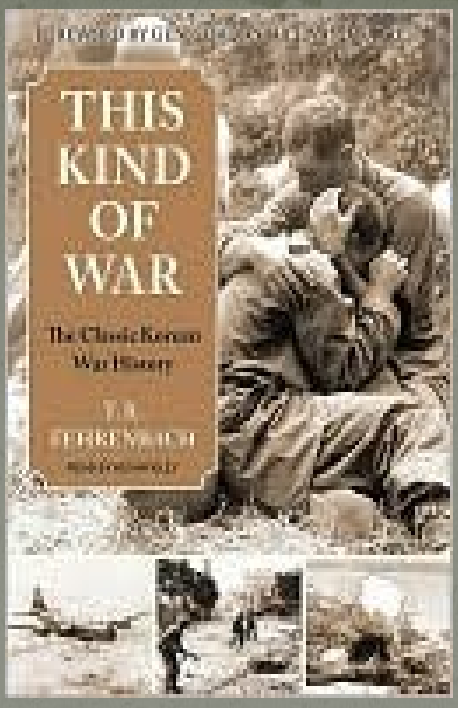
One sign of an expert is the ability to clearly and concisely analyze and explain his subject. LTC David Galula's *Counterinsurgency Warfare: Theory and Practice* achieves both goals admirably....*Counterinsurgency Warfare* should be required reading for every military officer and noncommissioned officer, as well as today's political leaders. Armed with Galula's insightful wisdom, the American military can be armed against the mistakes of Vietnam and Iraq.”.

-Marine Corps Gazette



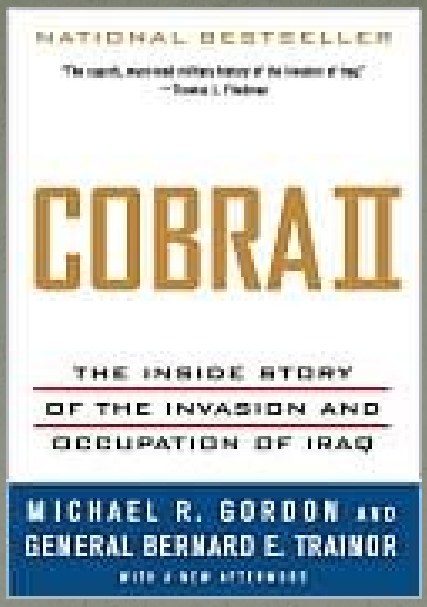
This analysis of the war includes examination of IDF and Hezbollah doctrine, as well as an overview of the operational and tactical problems encountered by the IDF. The author argues that the Israeli reliance on poorly understood and controversial Effects-Based Operations (EBO) and Systemic Operational Design (SOD) warfighting theories, and a nearly singular dependence on air power, were root causes of Israeli problems. Additionally, after years of counterinsurgency (COIN) operations in the Gaza Strip and West Bank territories, IDF ground forces were tactically unprepared and untrained to fight against a determined Hezbollah force that conducted what was, in many ways, a conventional, fixed-position defense. In researching this study, Mr. Matthews interviewed several prominent IDF officers and other experts in the field.

-Amazon



Fehrenbach (a former commander of US Army units in Korea) presents a broad view of events in the Korean and international arenas along with the personal narratives of individual soldiers. Includes a chronology and a descriptive glossary of the principle weapons .

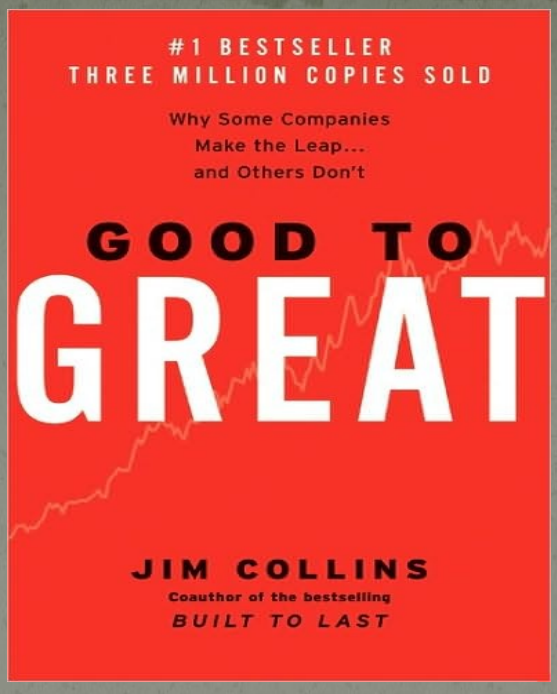
-Barnes and Noble



Michael Gordon had unparalleled access to top military brass and was in the war room with Tommy Franks, Donald Rumsfeld and the field generals who were key in the formulation and execution of the war strategy. He has interviewed an extraordinary range of officials, including Franks himself, Condoleezza Rice, Steve Hadley, Paul Wolfowitz, Marc Grossman (the third ranking State Department official), Jerry Bremer, General Meyers (Chairman of the Joint Chiefs of Staff), as well as virtually every general, regimental commander and brigade commander. He has had access to classified military and diplomatic documents, military archives and internal after-action reports and oral histories not meant for public.

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-Barnes and Noble



The findings of the Good to Great study will surprise many readers and shed light on virtually every area of management strategy and practice. The findings include:

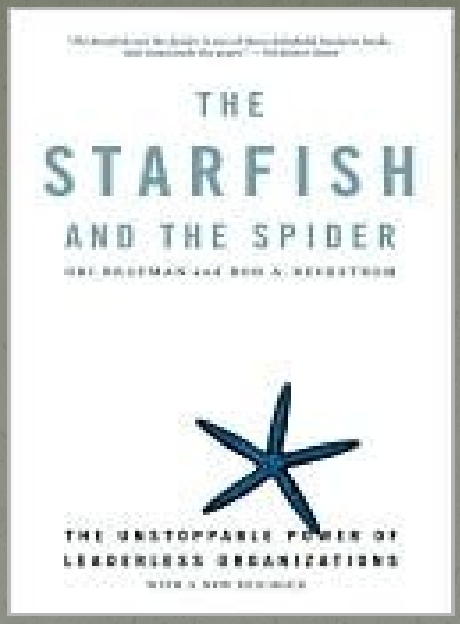
Level 5 Leaders: The research team was shocked to discover the type of leadership required to achieve greatness.

The Hedgehog Concept (Simplicity within the Three Circles): To go from good to great requires transcending the curse of competence.

A Culture of Discipline: When you combine a culture of discipline with an ethic of entrepreneurship, you get the magical alchemy of great results. Technology

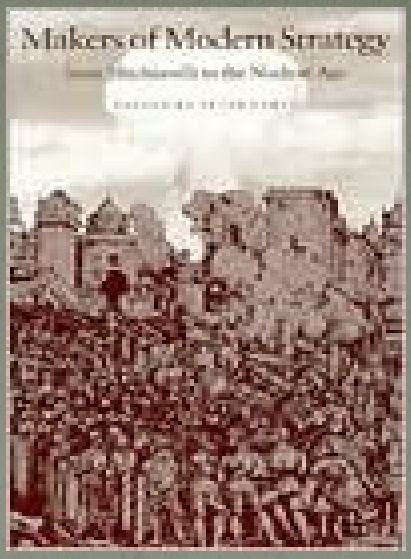
Accelerators: Good-to-great companies think differently about the role of technology.

The Flywheel and the Doom Loop: Those who launch radical change programs and wrenching restructurings will almost certainly fail to make the leap.



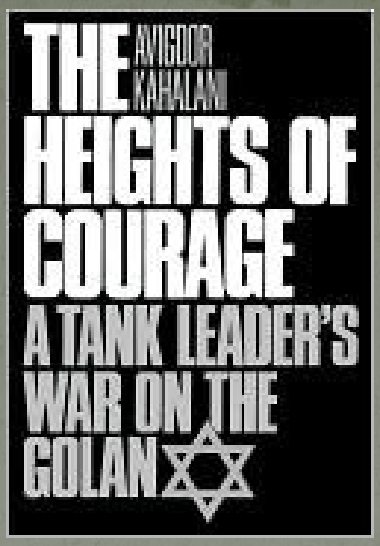
If you cut off a spider’s head, it dies; if you cut off a starfish’s leg it grows a new one, and that leg can grow into an entirely new starfish. Traditional top-down organizations are like spiders, but now starfish organizations are changing the face of business and the world. What’s the hidden power behind the success of Wikipedia, craigslist, and Skype? What do eBay and General Electric have in common with the abolitionist and women’s rights movements? What fundamental choice put General Motors and Toyota on vastly different paths? Ori Brafman and Rod Beckstrom have discovered some unexpected answers, gripping stories, and a tapestry of unlikely connections. The Starfish and the Spider explores what happens when starfish take on spiders and reveals how established companies and institutions, from IBM to Intuit to the U.S. government, are also learning how to incorporate starfish principles to achieve success.

- Barnes and

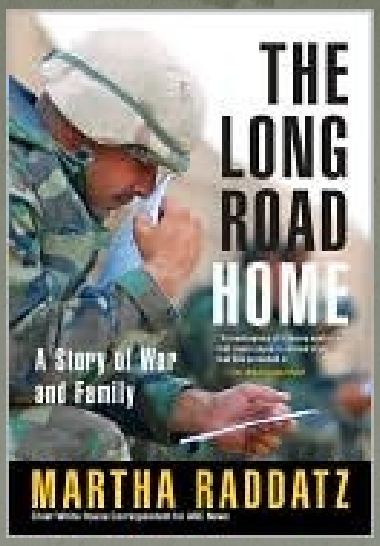


The subjects addressed range from major theorists and political and military leaders to impersonal forces. Machiavelli, Clausewitz, and Marx and Engels are discussed, as are Napoleon, Churchill, and Mao. Other essays trace the interaction of theory and experience over generations—the evolution of American strategy, for instance, or the emergence of revolutionary war in the modern world. Still others analyze the strategy of particular conflicts—the First and Second World Wars—or the relationship between technology, policy, and war in the nuclear age. Whatever its theme, each essay places the specifics of military thought and action in their political, social, and economic environment. Together the contributors have produced a book that reinterprets and illuminates war, one of the most powerful forces in history and one that cannot be controlled in the future without an understanding of its past.

-Library Journal

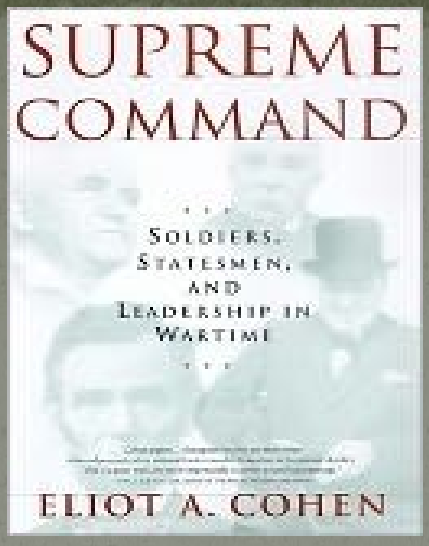


In October 1973, the State of Israel was invaded by Egyptian and Syrian forces. Despite early losses, Israel managed to outfight its opponents. The brief and bloody Yom Kippur War stands as a unique chapter in modern military history. Fought primarily by tank units, the war became a story not only of battle strategy and tactics, but also one of human discipline, endurance and sacrifice. While many historians have chronicled the events of the Yom Kippur War, few have been seasoned by actual combat. Avigdor Kahalani, commander of a tank battalion on the Golan Heights during the Yom Kippur War, describes this experience in The Heights of Courage. Beginning with a description of the initial Syrian offensive, he recounts the personal endeavors of his men, their fears and their ambitions, as well as their emotional and physical hardships. His stark account traces the efforts of the Israel Armored Corps as they struggle to overcome extreme difficulties and setbacks. The author describes their ultimate penetration into enemy territory and their approach to within forty kilometers of Damascus.

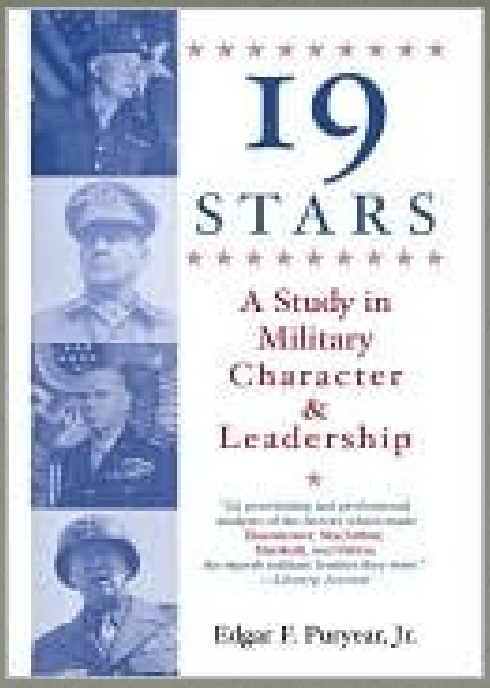


Violent resistance in post-invasion Iraq kicked into high gear on April 4, 2004, when American troops in Sadr City faced a massive assault that claimed eight soldiers' lives and wounded more than 70 others. Extensive interviews with the commanding officers of the army's 1st Cavalry division and the soldiers pinned down in the streets provide a clear narrative of how U.S. troops, prepared for "a babysitting mission," found themselves in a bloodbath, as efforts to rescue the first soldiers fired upon met with even greater resistance from Mahdi militiamen who did not hesitate to use small children as frontline attackers. Heroic moments abound, like Casey Sheehan's volunteering to take another man's place on the rescue team, which resulted in his death.

-Amazon



The orthodoxy regarding the relationship between politicians and military leaders in wartime democracies contends that politicians should declare a military operation's objectives and then step aside and leave the business of war to the military. In this timely and controversial examination of civilian-military relations in wartime democracies, Eliot A. Cohen chips away at this time-honored belief with case studies of statesmen who dared to prod, provoke, and even defy their military officers to great effect.
Using the leadership of Abraham Lincoln, Georges Clemenceau, Winston Churchill, and David Ben-Gurion to build his argument, Cohen offers compelling proof that, as Clemenceau put it, “War is too important to leave to the generals.” By examining the shared leadership traits of four politicians who triumphed in extraordinarily varied military campaigns, Cohen argues that active statesmen make the best wartime leaders, pushing their military subordinates to succeed where they might have failed if left to their own devices.



Written for the education of cadets and young officers, this valuable work studies the lives and careers of Generals Eisenhower, MacArthur, Marshall, and Patton, through their own eyes and the recollections of hundreds of others who worked with them and knew them personally. Elements common to their success are examined in detail, not only the thorough preparation and capacity for work one expects, but the more subtle qualities of character, and, of course, luck.

-Amazon

Other Good Books for MCoE Leaders

Title	Author
America's First Battles: 1776-1965	Heller, Charles
American Way of War	Weigley, Russel
Art of War	Sun Tzu
Battleground Iraq	Brown, Todd S.
The Bear Went Over the Mountain: Soviet Combat Tactics in Afghanistan	Grau, Lester W., ed.
Black Hearts	Frederick, Jim
Black March	Neumann, Peter
Bodyguard of Lies	Brown, Anthony Cave
Common Sense Training	Collins, Arthur

Other Good Books for MCoE Leaders (cont.)

Title	Author
D-Day, June 6, 1944 : the climactic battle of World War II	Ambrose, Stephen
Defense of Hill 781	McDonough, James
Dien Bien Phu: the Epic Battle America Forgot	Simpson, Howard R.
Echo of Battle	Linn, Brian
Eisenhower's Lieutenants	Weigley, Russel F.
Embattled courage : the experience of combat in the American Civil War	Linderman, Gerald F.
The Face of Battle	Keegan, John
First Heroes	Nelson, Craig
Forgotten War: America in Korea	Blair, Clay
The Good Soldiers	Finkel, David

Other Good Books for MCoE Leaders (cont.)

Title	Author
Hope is Not a Method	Sullivan, Gordon
I Could Never Be So Lucky Again	Doolittle, James H.
Iraq War: Origins and Consequences	DeFronzo, James
Iron Eagle	Coffey, Thomas M.
Last Hundred Yards	Poole, John
Leadership and Training for the Fight	Howe, Paul
Lessons of War	Van der Kloot, WIlliam
Logic of War and Peace	Luttwak, Edward
Maneuver Warfare Handbook	Lind, William S.
The Marauders	Ogburn, Charles

Other Good Books for MCoE Leaders (cont.)

Title	Author
Modern Warfare	Trinquier, Roger
My Clan Against the World	Baumann, Robert
The No Asshole Rule: Building a Civilized Workplace and Surviving One That Isn't	DeFronzo, James
Not a Good Day to Die	Naylor, Sean
On Killing	Grossman, David
Outliers	Gladwell, Malcolm
Panzer Leader	Guderian, Heinz
Pleiku: the Dawn of Helicopter Warfare in Vietnam	Luttwak, Edward

Other Good Books for MCoE Leaders (cont.)

Title	Author
Power of Alignment	Labovitz, George
The Raid	Schemmer, Benjamin
The Red Badge of Courage	Crane, Stephen
Savage Wars of Peace	Boot, Max
The Sling and the Stone	Hammes, Thomas
The Soldier and the State	Huntington, Samuel P.
The Story of the Noncommissioned Officer Corps	Center for Military History
Tactics of the Crescent Moon	Poole, John H.
Taking the Guidon	Allen, Nate
Talent is Overrated	Colvin, Geoff

Other Good Books for MCoE Leaders (cont.)

Title	Author
Tank: 40 Hours in Normandy	Tout, Ken
Tank Sergeant	Zumbro, Ralph
Thinking in Time	Neustadt, Richard
To Fight or Not to Fight	Cameron, Robert
U. S. Army Counterinsurgency and Contingency Operations Doctrine, 1860-1941	Birtle, Andrew
The Unknown Patton	Province, Charles M.
Wikinomics : How Mass Collaboration Changes Everything	Tapscott, Don
With the Old Breed	Sledge, E. B.